ICS-200: ICS for Single Resources and Initial Action Incidents

EMI Course Number: IS200

September 2005

Purpose

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). This course focuses on the management of single resources.

Who Should Attend

ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.

The primary target audience is response personnel at the supervisory level.

ICS Instructor Guidelines

The NIMS Integration Center (NIC) is responsible for "facilitating the development of national guidelines for incident management training and exercises at all jurisdictional levels." This document provides guidelines for Incident Command System (ICS) instructors.

While individual agencies and organizations are responsible for establishing and certifying instructors, the NIC urges those agencies and organizations to follow these guidelines.

The NIC recommends the following general instructor guidelines:

- **Instructor Levels**
    - **Lead instructors** must have sufficient experience in presenting all units of the course to be capable of last-minute substitution for unit instructors.
    - **Unit instructors** must be experienced in the lesson content they are presenting.
    - **Adjunct instructors** may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. Adjunct instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise.

- **Training Requirements for Lead and Unit Instructors**

    Instructors should have formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course or equivalent).

ICS-200 Instructor Qualifications

It is recommended that this training be team taught by instructors with the following minimum qualifications:
- One instructor required, two recommended.
- Lead instructor successfully completed ICS-100, ICS-200, and ICS-300.
- Unit instructors successfully completed ICS-100 and ICS-200.
- Lead instructor served as Incident Commander, or on Command or General staff in 10 incidents.
- Unit instructor served as Incident Commander, or on Command or General staff in five incidents.

Course Objectives

The course objectives are to allow course participants to:

- Describe the ICS organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

Training Content

The training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

The below table presents the recommended training agenda.

Day 1	Unit 1: Course Overview	1 hour 30 minutes
	Unit 2: Leadership & Management	2 hours
	Unit 3: Delegation of Authority & Management by Objectives	2 hours
	Unit 4: Functional Areas & Positions	2 hours
Day 2	Unit 5: Briefings	1 hour 30 minutes
	Unit 6: Organizational Flexibility	1 hour 30 minutes
	Unit 7: Transfer of Command	1 hour
	Unit 8: Course Summary	1 hour

ICS Training and NIMS

The National Incident Management System (NIMS) National Standard Curriculum: Training Development Guidance outlines the system's ICS concepts and principles, management characteristics, organizations and operations, organizational element titles, and recommendations for a model curriculum. It also provides an evaluation checklist for content that may be used to make sure that the training meets the "as taught by DHS" standard. The guidance document is available for download from the NIMS homepage at www.fema.gov/nims.

The model NIMS ICS curriculum organizes four levels of training: ICS-100, Introduction to ICS; ICS-200, Basic ICS; ICS-300, Intermediate ICS; and ICS-400, Advanced ICS. ICS training provided by the Emergency Management Institute (EMI), the National Fire Academy (NFA), the National Wildfire Coordinating Group (NWCG), the U.S. Department of Agriculture (USDA), the Environmental Protection Agency (EPA), and the U.S. Coast Guard (USCG) follows this model.

According to the NIMS Integration Center, emergency management and response personnel already ICS trained do not need retraining if their previous training is consistent with the DHS standard. This would include ICS courses managed, administered, or delivered by EMI, NFA, NWCG, USDA, EPA, or USCG. For more information about NIMS ICS, e-mail the NIMS Integration Center at NIMS-Integration-Center@dhs.gov, or call 202-646-3850.

Course Logistics Overview

Course Materials

Listed below are the materials that you will need in order to conduct this course:

- **Instructor Guide and Resource CD:** Obtain one copy of the Instructor Guide and Resource CD for each trainer.

- **Student Manual:** Secure one copy of the Student Manual for each person attending the session.

- **PowerPoint Files CD:** The course visuals are stored on a CD. **Transfer the course visuals from the CD to the hard drive of a computer.** The visuals will operate more effectively if they are accessed from the computer's hard drive instead of the CD. Complete the following steps for copying the folders and files from the CD:
  1. Insert the Visuals CD in your CD drive.
  2. Using Windows Explorer, access the list of folders and files on your CD drive.
  3. Highlight the folder on the CD titled "Visuals."
  4. With the Visuals folder highlighted, click on the Edit pull-down menu and then select Copy.
  5. Select a location on your computer's hard drive. When you are in that drive (and folder), click on the Edit pull-down menu and then select Paste.
  6. All of the visuals should now be copied onto your hard drive. Test the visuals to make sure that everything transferred correctly.

- **Course Evaluation Forms:** Make sure that you have one copy of the course evaluation form for each person attending the training.

Course Equipment

The following equipment is required for conducting this course:

- **Computer and Projection Device:** Make arrangements to have a computer with a PowerPoint slide projector. Be sure to try out the projector in advance of the training, in case you need help getting it to work properly. Make sure all equipment is functioning properly. Test the PowerPoint projector and the lights. If you do not have equipment for projection, plan to refer participants to their Student Manuals. The visuals are reproduced in the Student Manual, but the training is more effective with the projection of the visuals. Arrange for technical assistance to be available during training in the event of equipment malfunction.

Copyright

This course makes no use of copyrighted/proprietary material.

Unit 1: Course Overview

Course Objectives

At the end of this course, the students should be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use the ICS to manage an incident or event.

Scope

- Course Objectives
- Student Introductions and Expectations
- Instructor Instructions and Expectations
- Incident Command System: Review
- ICS Features: Review
    - Activity
    - Features
- Course Structure
- Course Logistics
- Successful Course Completion

Methodology

The lead instructor will welcome participants to the class. Using a visual, the instructor will review course objectives. Next, students will introduce themselves and identify their expectations. Then the remainder of the instructor team will be introduced. The class will be told about the instructors' expectations.

Following the introductions, a brief review of the Incident Command System principles and features will be presented. An activity will be used to energize the group and to identify if participants remember the ICS features learned in ICS-100.

After the ICS review, the course structure, course logistics, and completion requirements will be presented.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Welcome and Course Objectives	5 minutes
Student Introductions and Expectations	20 minutes
Instructor Introductions and Expectations	10 minutes
Incident Command System: Review	10 minutes
ICS Features: Review	35 minutes
Course Structure	10 minutes
Course Logistics	
Successful Course Completion	
Total	**1 hour 30 minutes**

Topic   **Course Welcome**

Visual 1.1

Unit 1: Course Overview

**ICS for Single Resources
and Initial Action Incidents**

FEMA
USDA

Visual Description: Title Slide

Instructor Notes

Welcome the participants to the ICS-200 course. Explain that this course focuses on single resources and initial action incidents. Note that this course builds on the ICS-100 course.

Introduce yourself and provide information about your background and experience with the Incident Command System.

Topic   **Course Objectives**

Visual 1.2

ICS-200 Course Objectives

- **Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.**
- **Use ICS to manage an incident or event.**

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. This course focuses on the management of single resources.

Unit 1:
Course Overview

Visual 1.2

Visual Description: Course Objectives

Instructor Notes

Review the course objectives with the class. Tell the participants that by the end of this course, they should be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use the ICS to manage an incident or event.

Point out that this course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. This course focuses on the management of single resources. Later courses in the curriculum (ICS-300 and ICS-400) will cover management of more complex incidents.

Tell the participants that this course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

| Topic | Student Introductions and Expectations |

Visual 1.3

Student Introductions

- **Name, job title, and organization**
- **Overall experience with emergency or incident response**
- **ICS qualifications and most recent ICS experience**

Unit 1:
Course Overview

Visual 1.3

Visual Description: Student Introductions

Instructor Notes

Complete the student introductions by asking the participants to present their:

- Name, job title, and organization.
- Overall experience with emergency or incident response.
- ICS qualifications and most recent ICS experience.

When student introductions are completed, have the rest of the instructor team introduce themselves.

Topic   **Student Introductions and Expectations**

Visual 1.4

Expectations

What do you expect to gain from this course?

Unit 1:
Course Overview   Visual 1.4

Visual Description: What do you except to gain from this course?

Instructor Notes

Ask the students to identify what they hope to gain from attending this course. If possible, summarize the expectations on chart paper.

Based on the expectations presented, clarify if there are any topic areas that are beyond the scope of this course.

Save the expectations list. During the summary, you may want to use this list to see how well the course met the class expectations.

Topic   **Instructor Introductions and Expectations**

Visual 1.5

> ## Instructor Expectations
>
> - **Cooperate with the group.**
> - **Be open minded to new ideas.**
> - **Participate actively in all of the training activities and exercises.**
> - **Return to class at the stated time.**
> - **Use what you learn in the course to perform effectively within an ICS organization.**
>
> Unit 1:
> Course Overview   Visual 1.5

Visual Description: Instructor Expectations

Instructor Notes

Briefly review the instructional team's expectations. Note that instructors expect course participants will:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.

| Topic | Incident Command System: Review |

Visual 1.6

Incident Command System (ICS)

Why Use ICS?

   To ensure effective incident management.

ICS is a management system, not just an organizational chart.

Unit 1:
Course Overview

Visual 1.6

Visual Description: Incident Command System (ICS)

Instructor Notes

Tell the participants that in the ICS-100 course they learned that the Incident Command System, or ICS, is used to ensure the effective management of incidents and events.

Remind the participants that ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

Explain that ICS:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.

- Represents "best practices," and has become the standard for emergency management across the country.

- May be used for planned events, natural disasters, and acts of terrorism.

- Is a key feature of the National Incident Management System (NIMS).

Emphasize that ICS is not just a standardized organizational chart. Rather it is an entire management system.

Topic	ICS Features: Review

Visual 1.7

Activity: ICS Features Review

Instructions:

1. **This course builds on what you learned in ICS-100 about ICS features. Let's see how much you remember!**

2. **Your team will have 3 minutes to try to list as many ICS features as you can remember. Hint: There are 14 features.**

3. **Select a spokesperson and recorder.**

4. **Start writing when your instructor says "go."**

5. **Stop when the instructor calls time.**

Unit 1:
Course Overview

Visual 1.7

Visual Description: ICS Features Review Activity

Instructor Notes

Reiterate that this course builds on what the participants learned in ICS-100 about ICS features. Explain that the purpose of this activity is to see how much they remember from ICS-100.

Present the following instructions:

1. Your team will have 3 minutes to try to list as many ICS features as you can remember. Hint: There are 14 features.

2. Select a spokesperson and recorder.

3. Start writing when I say "go."

4. Stop when I call time.

When the teams are ready, begin by saying "go." Watch the time and call "stop" after 3 minutes. Have the groups post their lists. Compare the features on the list with those presented on the next visual. Do not show the next visual until all of the groups are done.

Topic   **ICS Features: Review**

Visual 1.8

ICS Features: Review

- **Common terminology**
- **Modular organization**
- **Management by objectives**
- **Reliance on an Incident Action Plan (IAP)**
- **Chain of command and unity of command**
- **Unified command**
- **Manageable span of control**

- **Predesignated incident locations and facilities**
- **Resource management**
- **Information and intelligence management**
- **Integrated communications**
- **Transfer of command**
- **Accountability**
- **Deployment**

Unit 1:
Course Overview

Visual 1.8

Visual Description: ICS Features: Review

Instructor Notes

Show the visual with the list. Have the teams count the number of features that they identified. Congratulate the winning team(s).

Next, do a round robin where each team must now explain what the ICS feature means.

- **Common Terminology.** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

- **Modular Organization.** The incident command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

- **Management by Objectives.** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.

- **Reliance on an Incident Action Plan.** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

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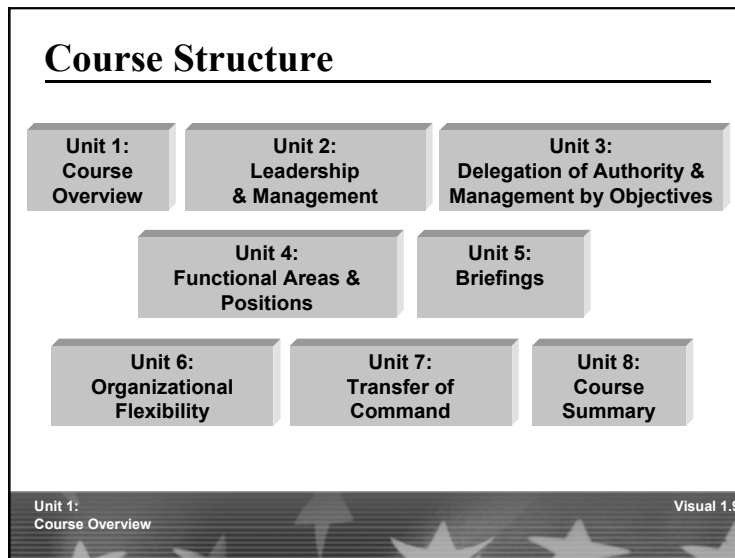
| Topic | ICS Features: Review |

- **Chain of Command and Unity of Command.** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

- **Unified Command.** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

- **Manageable Span of Control.** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

- **Predesignated Incident Locations and Facilities.** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Helibases, and Helispots. Additional facilities such as Mass Casualty Triage Areas and others may be added as required.

- **Resource Management.** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

- **Information and Intelligence Management.** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

- **Integrated Communications.** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

- **Transfer of Command.** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(Continued on the next page.)

- **Accountability.** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

    - **Check-In.** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
    - **Incident Action Plan.** Response operations must be directed and coordinated as outlined in the IAP.
    - **Unity of Command.** Each individual involved in incident operations will be assigned to only one supervisor.
    - **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
    - **Resource Tracking.** Supervisors must record and report resource status changes as they occur.

- **Deployment.** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Topic   **Course Structure**

Visual 1.9

Visual Description: Course Structure

Instructor Notes

Transition to the course structure visual by explaining that this course will focus on the following ICS features:

- Chain of Command and Unity of Command
- Modular Organization
- Management by Objectives
- Manageable Span of Control
- Transfer of Command

Note that this course includes the following eight units:

- Unit 1: Course Overview (current unit)
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

Review the agenda with the class.

Topic	Course Logistics

Visual 1.10

Course Logistics

- **Course agenda**
- **Sign-in sheet**
- **Housekeeping:**
    - **Breaks**
    - **Message and telephone location**
    - **Cell phone policy**
    - **Facilities**
    - **Other concerns**

Unit 1:
Course Overview   Visual 1.10

Visual Description: Course Logistics

Instructor Notes

Review the following course logistics:

- Course agenda
- Sign-in sheet
- Housekeeping:
    - Breaks
    - Message and telephone location
    - Cell phone policy
    - Facilities
    - Other concerns

Topic | **Successful Course Completion**

Visual 1.11

Successful Course Completion

Evaluation includes:

- **Participate in unit activities/exercises**
- **Achieve 75% or higher on the final exam**
- **Complete the end-of-course evaluation**

Unit 1:
Course Overview

Visual 1.11

Visual Description: Successful Course Completion

Instructor Notes

Explain that successful course completion requires that participants:

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.

Ask the participants if they have any questions. Note that the next unit covers the ICS leadership and management principles.

**ICS-200: ICS for Single Resources and Initial Action Incidents
Sample Agenda**

DAY 1

Morning Session

- Unit 1: Course Overview (1 hour 30 minutes)
- Unit 2: Leadership & Management (2 hours)

Afternoon Session

- Unit 3: Delegation of Authority & Management by Objectives (2 hours)
- Unit 4: Functional Areas & Positions (2 hours)

DAY 2

Morning Session

- Unit 5: Briefings (1 hour 30 minutes)
- Unit 6: Organizational Flexibility (1 hour 30 minutes)

Afternoon Session

- Unit 7: Transfer of Command (1 hour)
- Unit 8: Course Summary (1 hour)